

## **KENTUCKY DEPARTMENT OF EDUCATION**

### **STAFF NOTE**

#### **Review Item:**

Update on Wallace Grant work: Kentucky Cohesive Leadership System (KyCLS) grant (formerly known as the State Action Education Leadership Project – SAELP)

#### **Applicable Statute or Regulation:**

The Kentucky Education Reform Act

#### **History/Background:**

***Existing Policy.*** Five years of Wallace Foundation initiative work have resulted in a collaborative partnership between the Kentucky Department of Education (KDE), school districts, and colleges and universities, creating a foundation for a cohesive leadership system. The four KyCLS initiatives – development of a statewide principal leadership continuum from aspiring to retiring, statewide pilot of a principal preparation academy, School Administration Manager project, and instructional leadership team/teacher leadership development - address standards, training, and conditions/incentives issues common to educational leadership across the Commonwealth. Our work will result in a knowledge base that will provide sustainable, proven, and replicable models and tools for use by school leaders committed to better teaching and increased student achievement.

Together we have set clear expectations that the primary role for all principals is that of an instructional leader. The Commonwealth Principal Academy, being piloted by Bellarmine University and Murray State University, will further develop those expectations in concert with the expansion of the leadership continuum's defining leadership positions aligned with standards and professional development. We are currently in the discussion and planning stages with Eastern Kentucky University and Northern Kentucky University to begin two additional pilot programs. We have also developed protocols for education leadership teams, and have started developing a common language for identifying "good" instruction. This initiative has grown from five pilot districts and today impacts over 600 schools in 40 districts with a combined total of 6,000 leadership team members who are currently members of the Kentucky Instructional Leadership Team Network and more districts are coming on board every month. We have piloted and expanded the School Administration Manager (SAM) program, whereby principals participate in a time/data study and employ School Administration Managers (SAMs) who assist principals by performing the operations functions of the school and help principals manage their time in order for principals to focus on instruction. This project has already been expanded to eight other states, and for 2007-2008, there are 27 SAM schools outside Jefferson County and 30 SAM schools in Jefferson County.

The current three-year Wallace Cohesive Leadership System grant was awarded in July 2007 to provide funding for the 2007-2008, 2008-2009, and 2009-2010 academic years. The \$1.9

million grant was awarded jointly to Jefferson County Public Schools and the Kentucky Department of Education. Jefferson County Public Schools is the grantee of record. The funding that supports the work of the Kentucky Department of Education projects is regranted to the Kentucky Leadership Academy (KLA) for the state's Wallace Leadership Initiatives in order to build capacity and create sustainability through KLA to ensure continuation of the state leadership initiatives beyond the life of the Wallace grant.

The attached budget includes the Wallace grant funding awarded to the state and the KDE Title II funding (Non-Wallace Supporting Funds) for the implementation of the programs. Jefferson County Public Schools (JCPS) continues to pilot and initiate leadership initiatives in partnership with KDE and other Wallace states. Through lessons learned and collaboration with the state, JCPS provides information, resources, and pilot experiences that the state uses to take the Wallace Leadership Initiatives to scale. The second- and third-year Wallace funding for the projects are contingent upon a Wallace annual review of the scope of the work, a targeted work plan and approval of the outcomes/outputs of the work. Grant expectations are for Wallace support to decrease each year as the state, school districts and partner organizations provide funding to ensure sustainability.

The KyCLS cohesive program design involves:

- Developing and implementing the **Kentucky Cohesive Leadership System Continuum for Principal Preparation and Development** to drive all preparation and development of school leaders, aspiring to retiring. The continuum will be expanded to include specific measures to determine leader knowledge and skills. This work is the foundation of the redesign programs that the Education Professional Standards Board will use for college/university redesign application for principal preparation program approval.
- Using the **Kentucky Cohesive Leadership System Continuum for Principal Preparation and Development** as a foundation, the **Commonwealth Principal Preparation Academy** pilots programs through the development of **district/university partnerships**.
- Expanding the number of **SAM project** sites and models. The SAM model dramatically changes principal working conditions, allowing for increased time and focus on instructional leadership. Using **Kentucky Cohesive Leadership System Continuum for Principal Preparation and Development** as a foundation, four SAM models are being piloted in two Kentucky-cohorts with a third cohort beginning in 2008-2009. Additionally, tools being developed by the KyCLS in the areas of leadership development, instructional practice, professional learning communities, and leadership coaching will be used in each of the projects.
- Strengthening **distributive leadership and professional development** programs that build and sustain capacity in schools and districts by using the **Kentucky Cohesive Leadership System Continuum for Principal Preparation and Development**. Through previous Wallace support, the Jefferson County (LEAD) district, member districts and the state have collaboratively developed statewide instructional leadership team and teacher leadership training. Using the **Kentucky Cohesive Leadership System Continuum for Principal Preparation and Development** as a foundation, the instructional leadership team initiative will continue to further develop and deliver statewide professional development, leadership tools and resources through partnerships with the Kentucky Association of School Administrators/Kentucky Leadership Academy and Kentucky colleges and universities.

**Impact on Getting to Proficiency:**

High quality leadership is critical for all students to reach proficiency by 2014. Through the development and implementation of principal leadership, teacher leadership, university/district partnerships, instructional leadership teams functioning as professional learning communities, and SAM programs, schools will be able to provide leadership that can lead the academic performance, learning environment, and efficiency necessary for every child to reach proficiency by 2014.

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**Deputy Commissioner of Education**

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**Commissioner of Education**

**Date:**

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